

Research into leavers from the health and care workforce in Greater Manchester

Julian Beach, Cordis Bright





About the Research

- Commissioned by the Greater Manchester Workforce Commission, part of Greater Manchester Integrated Care Partnership, with funding from the GM Workforce Collaborative
- The aim was to better understand the challenges around “leavers” within the health and care workforce across Greater Manchester. This included NHS staff, workers in social care (independent sector and local authority) and those in primary care
- The project looked specifically at the associated data on workforce leavers within health and care to better inform the reasons behind where people are leaving to and why

About the data

- The project focused on Bolton and Manchester localities for the data collection and analysis, but the findings apply to Greater Manchester generally
- NHS data come via the Electronic Staff Record (ESR) for staff working in acute and mental health trusts in Manchester and Bolton
- Social care and primary care data were collected from a survey sent to social care providers in Bolton, plus data supplied on the workforce in Bolton and Manchester by Skills for Care from the Adult Social Care Workforce Dataset (ASC-WDS)
- The data focused on:
 - The reasons employees have for leaving
 - The destination of employees when they leave

About the data

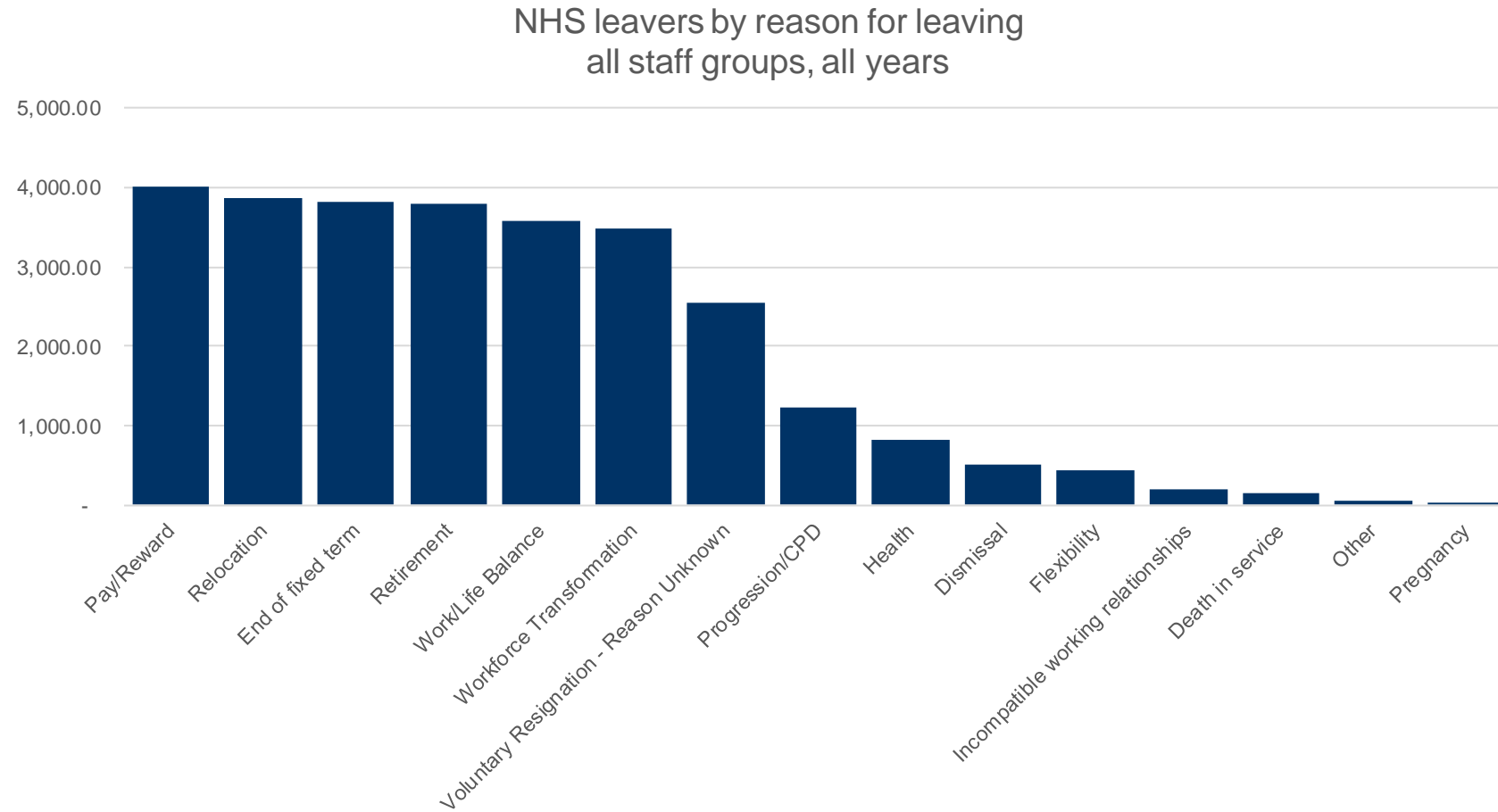
- Reasons for leaving were collected for 28,500 NHS staff over 3 years and 3,100 social care staff over 2 years
- The survey collected data on 95 primary care staff and 65 social care staff over 1 year
- There was significantly less data available on the destination of leavers for all workforces
- The challenge of obtaining good quality data was one of the main findings of the research



Reasons for leaving - NHS

- For the NHS, pay/reward was the largest single reason for leaving, by a narrow margin. Overall, however, factors affecting the staff member's experience of work (pay/reward, work/life balance, flexibility) accounted for 28% of leavers
- Of the top 6 reasons for leaving, 4 of these (relocation, end of fixed term, retirement and workforce transformation) are largely driven by external factors rather than individual choice, accounting for 52% of leavers
- Whilst the overall data show clear trends, there were differences between the 5 NHS employers covered by the data

Reasons for Leaving - NHS

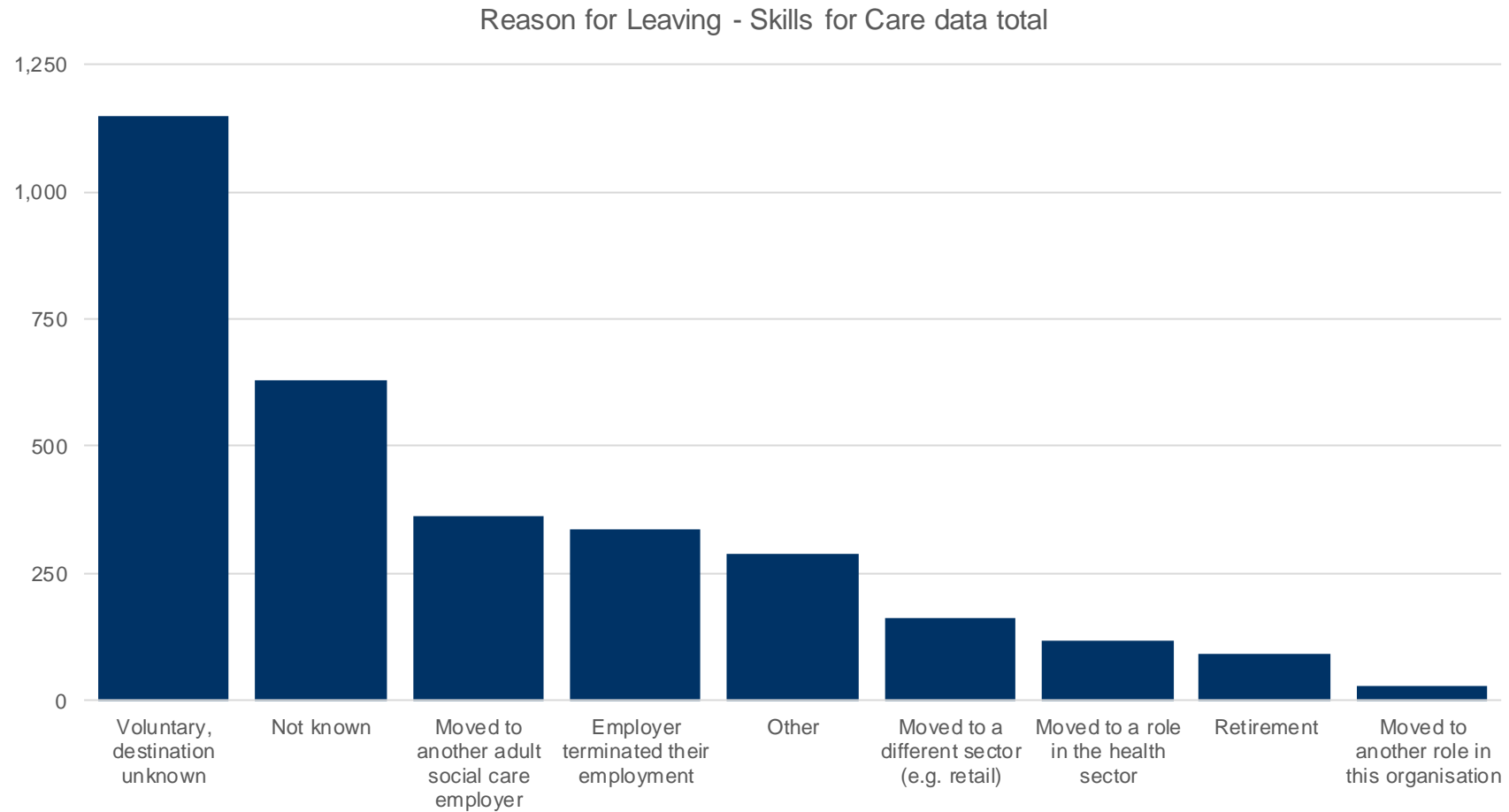




Reasons for Leaving – social care

- For the social care workforce, there is much less detail available on reasons for leaving. The survey questions were aligned with Skills for Care data which covers a mix of reasons for leaving (voluntary, termination of employment, retirement) and destinations (move to another social care organisation, moved to a different sector)
- There was some alignment of reasons for leaving between the survey and SfC data. Most staff left voluntarily, reason unknown. Where the destination was known, most went to work for another social care employer

Reasons for Leaving – social care





Reasons for Leaving – Primary Care

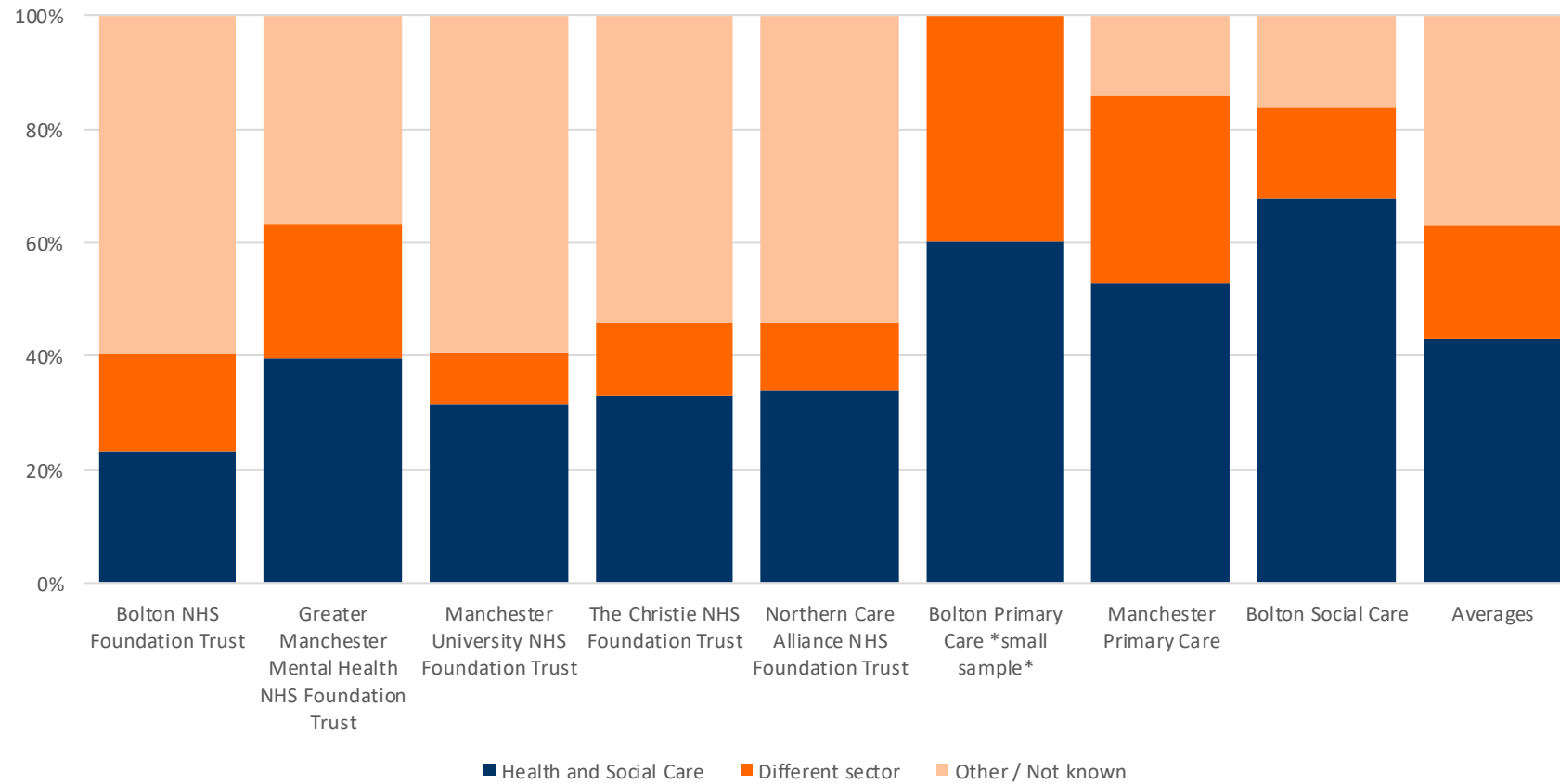
- The data on the primary care workforce came from the survey so covers a small number of staff overall
- The reasons for leaving are very similar to those of the social care workforce, and indeed the employers in the two sectors are very similar, with a concentration of small employers

Destinations

- There were limited data available on destination across the workforces. The questions are optional, and many staff don't answer, if asked at all
- This makes the data that we do have liable to bias, so the findings have to be treated with some caution
- Overall, across all the workforces, most leavers remain in the health and care sector. Just over 10% of NHS staff move to a job in the private or social care sectors
- 28% of staff leaving social care went to work outside of health and care. 54% went to work for another social care employer, and 18% to health
- Conversely, fewer than 4% of NHS staff went to work in social care

Destinations

Main Destinations of Leavers by Employer



Conclusions

- Pay is not the primary motivator for leaving the NHS or social care, but is likely a significant factor in determining where people go once they have decided to leave
- Most leavers remain in the health and care sector. Workers in social and primary care are more likely to move outside the sector for their next job than NHS staff, which could be a pay issue
- The lack of detailed data on the social care workforce makes it hard to compare it with the NHS workforce. For both, there is limited data available for the destination of leavers

Conclusions

- Rates of pay are clearly an issue, but may not be the main reason why people leave their current employment. However, pay is more likely to be a factor in the choice of where people go to
- Many social care employers are concerned about the loss of staff to the NHS
- The ESR data from the NHS provides a rich source of information and analysis, particularly when the differences between NHS organisations is considered
- There are 3 national collections of workforce data across health and care – the ESR, Skills for Care and Capacity Tracker (NECS)
- It would be very helpful support future understanding of the workforce to coordinate the questions on reasons for leaving and destinations between the different sources, even if just based on a common subset of the detailed ESR data



CordisBright Limited

23/24 Smithfield Street, London EC1A 9LF

Telephone	020 7330 9170
Email	info@cordisbright.co.uk
Internet	www.cordisbright.co.uk